

DEQ: Central Services Division

Agency/Program #: 5301-10-G1
 Division: Central Services
 Program: Personnel

Agency Name:	Department of Environmental Quality	
Agency Contact:	Tom Livers	444-4632
LFC Contact:	Representative Ripley, Representative Erickson	
LFD Liaison:	Barbara Smith	444-5347
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Program or Project Description:

Enhance recruitment and retention of Department staff.

Appropriation, Expenditure and Source				
Fund Name:	2008		2009	
	Approp.	Expended	Approp.	Expended
General Fund				
State Special				
Federal Funds				
Total:	\$0	\$0	\$0	\$0

Approp & Expenditure numbers are as of April 15, 2008

Not Provided

Legislative Goal(s):

Vacancy rate less than 10%

Legislative erformance Measures :

1. Develop, implement and maintain a pay system competitive with relevant markets, including other state agencies.
2. Develop and implement performance and competency components within the pay system.
3. Develop and implement career ladder progressions within at least four high priority areas with specific recruitment and retention challenges.
4. Develop education, training and other workforce development policies and implement within at least four high priority areas with specific recruitment and retention challenges.
5. Continue to develop and implement non-monetary work environment enhancements such as flexible work schedules, telework opportunities and employee recognition.
6. Review Department recruitment process to identify and implement possible improvements.

2009 Biennium Significant Milestones:

Completion Dates

Target Actual

1	Negotiate agreement with MPEA bargaining unit that adopts statewide markets and adopts a more aggressive pay matrix than DEQ's current one -- late FY07	Late FY 2007	6/15/2007
2	Develop performance/competency pay component in conjunction with bargaining unit, begin implementation -- early 2008	Early 2008	
3	Assess individual employee accomplishments; grant performance pay as earned -- fall 2008	Fall 2008	
4	Develop career ladder progressions in selected fields -- 2008	2008	
5	Conduct refresher training for supervisors in flexible work schedules -- 2007.	2007	

Collect data on department recruitment and retention to identify possible areas of improvement --
early 2008

Early 2008

Agency Performance Report:

DEQ management and MPEA signed a tentative agreement June 15, 2007, that was ratified by the bargaining unit membership the following week. The agreement included a more aggressive pay progression matrix that allowed progression to 97% of market in 10 years (the previous matrix allowed progression to 92% of market in 25 years). It also included use of Department of Administration's statewide markets.

Last fall a work group representing the MPEA bargaining unit and DEQ management developed a framework for a performance-based pay component to implement as a piece of DEQ's overall compensation plan. The proposal was to be used to allocate the .6% discretionary pay available under HB13. The work group held several informational meetings on the proposal. The initial bargaining unit vote, held electronically, resulted in a tie. The proposal was defeated in a subsequent ballot-box vote. As a result, union employees will automatically receive the .6% discretionary pay on an across-the-board basis for the second year of the biennium.

DEQ management chose to proceed with implementing the proposal on a pilot basis among non-union employees. All non-union employees, including managers, have entered into agreements with their immediate supervisors to articulate conditions and/or deliverables that would warrant performance pay, utilizing the .6% discretionary pay component.

DEQ's Human Resources Office has developed career ladders among environmental science specialists. These positions have historically been classified at complexity level 6 and 7. Human Resources is working with DEQ's program divisions to identify opportunities for creating level 5 positions in this progression, which would open the door for recent graduates who lack the experience necessary for a level 6 position, or in some cases for individuals with more experience but who lack full education credentials. These career ladders have been implemented in the following bureaus: Environmental Management Bureau, Air Resource Management Bureau, Water Protection Bureau, Waste and Underground Tank Bureau, Water Quality Planning Bureau, Hazardous Site Cleanup Bureau, Mine Waste Cleanup Bureau, and Public Water and Subdivision Bureau.

DEQ's Human Resources Office conducted refresher training sessions on alternative work schedules in June 2007. The sessions were attended by both staff and management, and reiterated DEQ's commitment to alternative schedules where possible.

DEQ's Human Resources Office and Financial Services Office have developed reporting systems to track relevant recruiting/vacancy data for monthly reporting at the senior management staff meeting. DEQ vacancy rates have been generally trending down from 58 on January 1, 2007 to 44 on April 11, 2008. These are legislatively authorized HB2 and HB 576 FTE.

DEQ's Human Resources Office has attended career fairs at Montana Tech-Butte in September 2007, Montana State University-Bozeman in October 2007, Montana State University-Bozeman in February 2008, Helena Independent Record Career Fair in October 2007, Montana State University-Billings in February 2008, Helena Independent Record Career Fair in April 2008, University of Montana-Missoula and Bozeman Job Service Career Fair in April 2008.

DEQ currently employs eight Student Interns and has a list of 12 additional interested candidates.

LFD Narrative:

LFD ASSESSMENT: Warning

DATA RELEVANCE: The data received addresses the performance measures in general terms. Specific terms are not included.

APPROPRIATION STATUS: The agency did not provide an estimate of appropriations and expenditures for this goal.

COMMENTS/ISSUE: The agency has raised the issue of managing the vacancy rate to a higher level among senior staff. However, the report does not translate the vacancy count into a percentage to determine progress towards the goal. The workgroup may wish to request the committee to report the vacancy rate in a percentage manner in order to compare it to the current goal of 10%.

OPTIONS for the committee:

1) accept the ranking and receive another report, 2) accept and eliminate further follow up; or 3) upgrade to on-track.



Version	Date	Author
5301-10-G1-CW-1	12/6/07	Smith
5301-10-G1-CW-2	5/21/08	Smith

Change Description